



Board of Governors' Programs and Planning Committee Meeting

Robert Plaster Student Union, 3rd Floor, Ballroom East

Friday, 2/21/2020

10:15 AM - 12:00 PM CT

I. Roll Call Presented By: Carol Silvey

II. Approval of Minutes of the Programs and Planning Committee Meeting of December 12, 2019 Presented By: Carol Silvey

II. PPC 12.12.2019 Meeting Minutes - Page 2

III. Strategic Enrollment Management Update Presented By: Rob Hornberger

III. SEM Update-2020-02-21 - Page 6

IV. Overview of Academic Affairs Presented By: Frank Einhellig & Academic Leadership

V. Resolution Authorizing Closed Meeting, Pursuant to Sections 610.021(1), (2), (3), (6), (9), (11), (12), (13), (14) and/or (17) of the Revised Statutes of Missouri

V. Closed Meeting Resolution - Page 8

VI. Adjournment Presented By: Carol Silvey

**MINUTES OF THE BOARD OF GOVERNORS’
PROGRAMS AND PLANNING COMMITTEE
MISSOURI STATE UNIVERSITY
THURSDAY, DECEMBER 12, 2019, 10:30 A.M.
PSU BALLROOM EAST, 3RD FLOOR**

Present-

Ms. Carol Silvey, Committee Chair
Ms. Amelia Counts, Committee Member
Mr. Craig Frazier, Committee Member
Mr. Gabriel Gore, Committee Member
Ms. Beverly Miller Keltner, Committee Member
Mr. William Miller, Committee Member
Mr. Kendall Seal, Committee Member
Mr. Gregory Spears, Committee Member
Ms. Carrie Tergin, Committee Member

Also Present-

Mr. Clifton M. Smart III, President, Missouri State University
Dr. Jim Baker, Vice President for Research and Economic Development and International Programs
Ms. Donna Christian, Director of Internal Audit and Risk Management
Mr. Jeff Coiner, Chief Information Officer
Ms. Jennifer Cox, Assistant to the Vice President for Administrative Services
Dr. Chris Craig, Deputy Provost
Dr. Rachelle Darabi, Associate Provost for Student Development and Public Affairs
Mr. Ryan DeBoef, Chief of Staff and Assistant to the President for Governmental Relations
Ms. Laura Derrick, Project Manager-Architect for Planning, Design and Construction
Ms. Rachael Dockery, General Counsel and Chief Compliance Officer
Dr. Ron Del Vecchio, Dean, Darr College of Agriculture
Mr. Brent Dunn, Vice President for University Advancement
Dr. Frank Einhellig, Provost
Mr. Steve Foucart, Chief Financial Officer
Mr. David Hall, Director of University Safety
Dr. Ben Hackenwerth, Executive Director of Innovation & Information for Springfield Public Schools
Dr. Rob Hornberger, Associate Vice President for Enrollment Management and Services
Dr. David Hough, Dean, College of Education
Dr. John Jungmann, Superintendent of Springfield Public Schools
Mr. Brad Kielhofner, University Engineer and Director of Facilities Management
Dr. Dennis Lancaster, Dean of Academic Affairs, West Plains Campus
Dr. Shirley Lawler, Chancellor, West Plains Campus
Dr. Julie Masterson, Associate Provost and Dean of the Graduate College

Dr. Victor Matthews, Dean, College of Humanities and Public Affairs
Ms. Emily McGee, Associate Director for Planning, Design and Construction
Ms. Natalie McNish, Senior Auditor, Internal Audit and Risk Management
Mr. Matt Morris, Vice President for Administrative Services
Ms. Andrea Mostyn, Director of University Communications
Dr. Joye Norris, Associate Provost for Access and Outreach
Mr. Tom Peters, Dean of the Library
Mr. Wes Pratt, Chief Diversity Officer and Vice President for Diversity and Inclusion
Mr. Greg Rainwater, Budget and Financial Manager, Provost Office
Mr. Scott Schneider, Director, Business and Support Services, West Plains Campus
Dr. Dee Siscoe, Vice President for Student Affairs
Dr. Mark Smith, Dean of the McQueary College of Health and Human Services
Ms. Rowena Stone, Executive Assistant to the President
Dr. Christine Sudbrock, Assistant Professor, Darr College of Agriculture
Ms. Emily Yeap, Public Relations Specialist
Ms. Kristan Gochenauer, Secretary to the Board of Governors

1. **Roll Call** – Ms. Carol Silvey, Committee Chair, called the Programs and Planning Committee meeting to order at 10:34 a.m. on Thursday, December 12, 2019, on the Missouri State University campus.
2. **Approval of Minutes** – Ms. Silvey mentioned that the first item of business was the approval of the minutes from the October 25, 2019, meeting. Mr. Gabriel Gore so moved, receiving a second from Ms. Amy Counts.

Motion passed unanimously.

3. **Strategic Enrollment Management (SEM) Update** – Dr. Rob Hornberger, Associate Vice President for Enrollment Management and Services and co-chair of the steering committee, provided an update to the Board. Dr. Hornberger reviewed the areas of focus and guiding principles used by the four SEM councils. A consultant through AACRAO visited campus in November and met with the administrative team, SEM steering committee, and SEM councils. Dr. Hornberger reviewed the guiding principles for the SEM plan:
 - Stabilize enrollment short term
 - Grow enrollment in targeted areas
 - Improve retention
 - Facilitate successful degree and credential completion
 - Broaden access to underserved populations
 - Identify new and emerging academic programing that meets student and workforce demands
 - Equip students for successful career outcomes
 - Employee actions and modify processes that eliminate barriers that impair student success
 - Raise the profile of the University
 - Develop a culture of enrollment growth amount faculty, staff, and students

In addition to these guiding principles, seven goals have been established to be met by 2026:

1. Increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.
2. Increase the first to second year undergraduate student retention rate by 5% and improve persistence at other critical transition points across both the undergraduate and graduate levels.
3. Increase the number of African American, Hispanic/Latinx, First-Generation, and Pell-eligible students enrolled by 3% and improve the persistence rate of underrepresented students by 5%.
4. Improve the perceptions of institutional support and overall climate satisfaction for historically marginalized students, faculty, and staff.
5. Increase the number of credentials (e.g. degrees and certificates) award to 5,800 per year.
6. Decrease the average loan debt of undergraduate students by 5% after inflation.
7. Raise the profile of the University's academic quality through the pursuit of new and emerging academic programs and delivery modes, enrichment of existing curriculum and research, and equipping of students for successful career outcomes that meet workforce demands.

- 4. Darr College of Agriculture Overview and Update** – Dr. Frank Einhellig, Provost, gave a brief introduction and history of the College of Agriculture. He then introduced Dr. Ron Del Vecchio, Dean of the Darr College of Agriculture, and Dr. Christine Sudbrock, Assistant Professor, to provide additional information. Dr. Del Vecchio reviewed the current disciplines and degrees offered and the plans for additional programs. These additional programs include a 3+1 poultry science degree with the University of Arkansas and the expansion of the existing equine science minor into a major. Undergraduate and graduate enrollment numbers were reviewed. While current numbers are slightly down, there is expected growth in Spring 2020. Dr. Del Vecchio then called upon Dr. Sudbrock to discuss recruitment and retention efforts of the college. These efforts include increased interaction with high school students and transfer students. Dr. Sudbrock reviewed retention rates with the college having an overall rate of 86.46%. She also reviewed study away programs for the college, upcoming programs include opportunities in Brazil, Nepal, and Kenya. Partnerships with Ningxia University, SW University, UniCesumar, and NW Ag and Forestry University, were also reviewed.

Dr. Del Vecchio highlighted research activities. Since 2014, the College of Agriculture has generated \$9,333,519 in grant funding to support research and educational programming through agencies such as the United States Department of Agriculture (USDA), National Science Foundation, and various state entities. He then discussed educational programming activities, highlighting the Viticulture & Enology Science & Technology Alliance (VESTA) which offers online classes to students in the US and around the globe. The VESTA program is designed to train personnel for the viticulture and enology industry while offering numerous practicum sites for required hands-on learning in over 16 partner institutions. Dr. Del Vecchio also reviewed the facilities of the college.

Dr. Einhellig commented that while this is the smallest college at Missouri State University, it has seen tremendous growth and continues to provide numerous opportunities for students. President Smart shared information on a recent agreement with the Darr Family Foundation and Springfield Public Schools (SPS). A \$6.5 million gift will fund the construction of two buildings – a classroom building to house a SPS magnet school dedicated to agriculture education and a small animal education facility for the Darr College of Agriculture. The classroom building will have six classrooms for grades 4, 5, and 6. Up until this year, SPS has taught zero classes on agriculture and this school will assist in creating a pipeline to recruit students to Missouri State University in the

future. A map was reviewed with the footprint of the magnet school and small animal facility. The map also showed future build sites for a livestock show barn and mechanical maintenance barn.

Dr. John Jungmann, Superintendent of Springfield Public Schools, and Dr. Ben Hackenwerth, Executive Director of Innovation & Information for Springfield Public Schools, were called upon for comment. Dr. Jungmann shared that there has been lots of interest and demand for an agriculture focused magnet school with few options on location. He commented that this magnet school will close the serious agriculture gap in SPS education, providing a place where middle school and high school students can also benefit from the exposure to agriculture education.

President Smart shared that the building housing the magnet school will be paid for by the Darr Family Foundation and owned and maintained by Missouri State University. Missouri State will work with SPS to design the building and if SPS ever stops using it, the University will be able to use it. The official vote on the agreement will take place at the regular Board of Governors' meeting later in the day.

5. **Adjournment** – Ms. Silvey adjourned the Programs and Planning Committee meeting at 11:58 a.m. on the motion of Mr. Frazier, the second of Mr. Gore, and the unanimous approval of the committee.



Rowena Stone
Secretary to the Board

III.

Strategic Enrollment Management Update

Missouri State University Board of Governors, February 21, 2020

SEM Goals

The SEM goals were presented at the December BOG PPC meeting. Final wording was applied and the goals have been published. Below are the seven goals.

1. Recruitment

By 2026, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

2. Student Success/Retention

By 2026, increase the first to second year undergraduate student retention rate by 5% and improve persistence at other critical transition points across both the undergraduate and graduate levels.

3. Student Success/Underserved Populations

By 2026, increase the number of African American, Hispanic/Latinx, first-generation, and Pell-eligible students enrolled by 3% and improve the persistence rate of underrepresented students by 5%.

4. Climate Goal

By 2026, improve the perceptions of institutional support and overall climate satisfaction for historically marginalized students, faculty, and staff.

5. Graduation/Completions

By 2026 increase the number of credentials (e.g., degrees and certificates) awarded to 5,800 per year.

6. Financial Preparedness

By 2026, decrease the average loan debt of undergraduate students by 5% after inflation.

7. Raise the Profile

Raise the profile of the University's academic quality through the pursuit of new and emerging academic programs and delivery modes, enrichment of existing curriculum and research, and equipping of students for successful career outcomes that meet workforce demands.

SEM Strategies

The next phase in the process is to develop 3-5 major strategies that support each goal. To achieve this, each SEM council was assigned several of the goals with the responsibility of creating strategies. Each goal has more than one council assigned so overlap is intentional and collaboration between councils is essential. Strategies are being proposed and finalized. Below are proposed strategy themes from each council.

Recruitment Council (Goals: 1, 3, 4, and 6)

- Improve internal and external communication to result in cohesive and relevant messaging to recruitment sub-populations – with clear accountability for consistent implementation across administrative and academic units.
- Refine our ability to use data effectively through targeted search and predictive modeling as part of overall recruitment strategy.
- Increase emphasis on relationship-building with constituent audiences and maximize the impact of campus visits on prospective students.
- Reduce barriers by adapting university structures and processes that are not conducive to student recruitment and success – especially among underserved, historically marginalized, and non-traditional students.

Retention and Completion Council (Goals: 2, 3, 5, and 6)

- Develop a campus-wide early alert system and relevant interventions for first- and second-year students.
- Elevate the role and rewards of advising to improve student success.
- Strengthen faculty and staff responsibility to become more culturally conscious.
- Strengthen programs that recruit and retain diverse faculty and staff.
- Enhance support services for students who historically have been less likely to persist.
- Review and recommend removal of barriers that prevent progress in major and completion.
- Identify unmet financial need and reduce loan debt.

Academic Programs and Deliveries Council (Goals: 2, 4, 5, and 7)

- Ensure faculty and staff have access to key performance indicators (KPIs) related to admission, retention, completion and placement to ensure a more robust annual and cyclic program review process.
- Ensure pertinent departmental/program information is readily available to current and prospective students.
- Enhance efforts to expand enrollment and increase retention, completion, and placement rates.
- Identify and address barriers to alternative delivery models.

Marketing and Communication Council (Goals: 1, 4, 6, and 7)

- Ensure messaging is relevant, persuasive, accessible and on-brand.
- Measure internal and external communications efforts through gap analysis.
- Ensure efforts are reaching target audiences.

SEM Townhall

A campus-wide townhall meeting was held on Wednesday January 29 in the PSU Theater. The purpose of this event was to give an update and collect feedback at the approximate halfway point in the SEM process. We had an encouraging attendance representing a wide range of areas of the University. The presentation included opening remarks from President Smart, an enrollment update, presentation of the SEM goals, information from the Student Body President on student involvement in SEM, and updates from each council regarding strategy themes. Time was allotted for attendees to provide feedback and ask questions, resulting in a productive dialogue.



V.

RECOMMENDED ACTION - Resolution authorizing closed meeting

The following resolution was moved by _____ and seconded
by _____:

BE IT RESOLVED by the Board of Governors for the Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of the Programs and Planning Committee of the Board of Governors to consider items pursuant to

- A. R.S.Mo. 610.021(1). "Legal actions, causes of action, or litigation involving a public governmental body..."
- B. R.S.Mo. 610.021(2). "Leasing, purchase or sale of real estate by a public governmental body..."
- C. R.S.Mo. 610.021(3). "Hiring, firing, disciplining or promoting of particular employees by a public governmental body..."
- D. R.S.Mo. 610.021(6). "Scholastic probation, expulsion, or graduation of identifiable individuals..."
- E. R.S.Mo. 610.021(9). "Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;"
- F. R.S. Mo. 610.021(11) and (12). "Specifications for competitive bidding..." and "Sealed bids and related documents..."
- G. R.S.Mo. 610.021(13). "Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment..."
- H. R.S.Mo. 610.021(14). "Records which are protected from disclosure by law;" and
- I. R.S.Mo. 610.021(17). "Confidential or privileged communications between a public governmental body and its auditor..."

VOTE: ___ AYE

___ NAY